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# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

October 6, 2010

Board of Supervisors  
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First District

MARK RIDLEY-THOMAS  
Second District

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To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

## **RECOMMENDED PROBATION DEPARTMENT EXECUTIVE MANAGEMENT STRUCTURE (ITEM 5, AGENDA OF JUNE 29, 2010)**

On June 29, 2010, on motion of Supervisors Yaroslavsky and Molina, the Board directed the Chief Executive Officer, working with the Department of Human Resources (DHR), County Counsel, and the Probation Department (Probation), to explore ways in which the Chief Probation Officer (CPO) can be given the maximum flexibility to assemble the best possible management team, including where necessary the ability to hire individuals from outside Probation under the provisions of County Charter Section 33(i), in order to effectively carry out the reform and restructuring of Probation; and provide a written report to the Board within 30 days with specific findings and recommendations on how to proceed to achieve the necessary hiring and management objectives. Although this report exceeds the 30-day timeframe, we met with representatives from your offices to inform them of our progress.

This report outlines the analysis used to evaluate and support implementation of the recommended executive management structure, including:

- A description of the recommended executive management structure;
- Consideration given to alternative organizational structures;
- Implementation; and
- Fiscal impact of the recommended structure.

We recognize the need to further analyze the organization of lower management levels to determine whether further change is also needed. However, the implementation of the executive management structure recommended herein is the necessary first step before any further analysis can be conducted.

*"To Enrich Lives through Effective and Caring Service"*

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## **RECOMMENDED EXECUTIVE MANAGEMENT STRUCTURE**

The Chief Executive Office (CEO), Probation, DHR, and County Counsel explored ways to provide the CPO the maximum flexibility to expeditiously assemble his executive team within the provisions of County Charter Section 33(i). A critical factor in our study was to provide the CPO with an executive management structure, including the necessary unclassified positions over key areas that are critical to Probation's success; to hold executives accountable; and to remove them based on an unacceptable job performance level. The product of this effort is the executive organizational chart (attached).

## **Comparison of the Current and Recommended Executive Structure**

The current executive management team is composed of the CPO and seven unclassified positions (Chief Deputy, Executive Assistant, Administrative Deputy, three Deputy Directors, and the Departmental Chief Information Officer). The recommended executive management team would add two new unclassified positions: an executive to oversee the new Professional Standards Division and an executive to oversee various functions currently reporting to the CPO and to handle special projects. In addition, the Departmental Chief Information Officer would be reclassified to a classified item. The table below compares the current budgeted executive positions to the recommended structure.

| Classification                               | Current<br>Budgeted<br>FTEs | Current<br>Budgeted<br>Unclassified | Proposed<br>Budgeted<br>FTEs | Proposed<br>Budgeted<br>Unclassified | Variance<br>in FTEs<br>Budgeted | Variance<br>In UC<br>Status |
|--|-----------------------------|-------------------------------------|------------------------------|--------------------------------------|---------------------------------|-----------------------------|
| Chief Probation Officer                      | 1                           | 1                                   | 1                            | 1                                    | 0                               | 0                           |
| Chief Deputy Probation Officer               | 1                           | 1                                   | 1                            | 1                                    | 0                               | 0                           |
| Administrative Deputy                        | 1                           | 1                                   | 1                            | 1                                    | 0                               | 0                           |
| Departmental Chief Information Officer       | 1                           | 1                                   | 1                            | 0                                    | 0                               | (1)                         |
| Deputy Director                              | 3                           | 3                                   | 3                            | 3                                    | 0                               | 0                           |
| Executive Assistant                          | 1                           | 1                                   | 1                            | 1                                    | 0                               | 0                           |
| Professional Standards Executive (Class TBD) | 0                           | 0                                   | 1                            | 1                                    | 1                               | 1                           |
| Special Projects Executive (Class TBD)       | 0                           | 0                                   | 1                            | 1                                    | 1                               | 1                           |
| TOTAL  | 8                           | 8                                   | 10                           | 9                                    | 2                               | 1                           |

The following highlights the key changes to Probation's executive reporting structure and realignment of responsibilities:

**Chief Deputy (UC)** - The Chief Deputy will continue to report directly to the CPO. Primary responsibility will be the oversight of daily administrative, field, and facility operations. Current direct subordinates include the Administrative Deputy Director and the Deputy Directors for Juvenile Institutions, Special Services, and Field Services. Additional direct subordinates resulting from the realignment include the Department of Justice (DOJ) Project Management Bureau Chief and the Executive Assistant.

**DOJ Project Management Bureau Chief** - This position currently reports directly to the CPO. We recommend this position report to the Chief Deputy to increase the direct oversight for implementing provisions of the camp related settlement agreement with DOJ. This position would remain classified and the need to retain this position will be reviewed after achieving compliance with the settlement agreement.

**Executive Assistant (UC)** - This position currently reports directly to the CPO. We recommend that this position report to the Chief Deputy, who is responsible for overseeing Probation's day-to-day operations, since this position is significantly involved in addressing matters referred to Probation by the Board, CEO, and other key stakeholders.

**Administrative Deputy (UC)** - This position will continue to report to the Chief Deputy. The Administrative Deputy will have responsibility for the newly restructured Administrative Services Division, including human resources, budget, fiscal, management services, contract and grants, contract monitoring, information technology, audits, and internal controls.

**Professional Standards Division Executive (UC)** - We recommend the addition of an unclassified position to oversee the new Professional Standards Division. This position will report directly to the CPO. The additional oversight will address investigations, performance management, concerns identified by the Auditor-Controller and the Office of Independent Review, and ensure compliance to Probation's corresponding action plans that were submitted to your Board on August 27, 2010, and September 9, 2010, respectively. Such oversight by the CPO will also ensure the proper implementation of goals, objectives, and standards being developed to strengthen all functions within the Division; raise the standards of conduct

expected of Probation employees; and to appropriately and timely hold employees accountable for their actions.

**Special Projects Executive** - We recommend the creation of a new unclassified executive position to report directly to the CPO. This executive will handle special projects and assume responsibility for the various functions that now directly report to the CPO. An unclassified position will improve day-to-day oversight, management, and accountability in these key areas to facilitate the CPO's ability to improve service delivery to Probation's clients and partners.

**Departmental Chief Information Officer** - This position is currently an unclassified item that reports to the Chief Deputy, but for practical purposes functionally reports to the Administrative Deputy. Given the organization of the newly restructured Administrative Services Division, we recommend reclassifying this position to a classified item that reports to the Administrative Deputy.

### **CONSIDERATION OF ALTERNATIVE EXECUTIVE STRUCTURES**

The County Charter permits the designation of unclassified items to be two reporting levels below the Department Head – the Chief Deputy and the subordinate Deputy Directors. Several management organizational structures were considered. However, the County Charter restriction prohibits expansion of the unclassified ranks down an additional level to the Bureau Chiefs. Essentially, to designate Bureau Chiefs as unclassified items would require these positions to be elevated and report directly to the Chief Deputy and the unclassified Deputy Director positions would likely be eliminated. The elimination of the Deputy Directors is not recommended as it would result in a loss of an appropriate span of control and negates the intent of your Board's motion by weakening management oversight and accountability.

### **IMPLEMENTATION**

Upon your Board's approval of the recommended executive management structure, the CPO will have full discretion in assigning individuals to his eight unclassified executive positions, as permitted under current budgeted authority. The CPO's executive team currently consists of his appointed Chief Deputy and an existing Deputy Director. The CPO will have the ability to fill the remaining six positions as follows:

**Deputy Directors** - There are two impending vacancies resulting from attrition and other factors that will be filled through a competitive recruitment and selection process.

**Professional Standards Division Executive** - This new position will be filled through a competitive recruitment and selection process.

**Administrative Deputy** - This new position will be filled through a competitive recruitment and selection process.

**Special Projects Executive** - This new position will be filled through a competitive recruitment and selection process.

**Executive Assistant** - This new position will be filled through a competitive recruitment and selection process.

A forthcoming Board letter will contain the ordinance to create the new classification that will be used for the two executives responsible for the Special Projects and the Professional Standards Divisions and reclassify the Departmental Chief Information Officer to a classified item.

#### **FISCAL IMPACT**

Our goal is to make this organizational change be cost neutral by offsetting the cost of new positions with existing budgeted positions that are no longer required as part of the CPO's vision of how Probation will operate.

#### **CONCLUSION**

The CPO has expressed his appreciation in having the opportunity provided by the Board to propose a new organizational structure that will be vital in assembling his team of competent and effective management personnel at all levels within Probation. He is confident this executive structure will move Probation forward and improve and strengthen its operations and the services it delivers to its clients, the public, and its partners.

Unless otherwise directed by your Board, the CPO will immediately implement his executive management structure within his current budgeted authority and begin the recruitment of executives. In addition, we will prepare the necessary ordinance for the addition and funding of the new executive positions and reclassification of the Departmental Chief Information Officer. Finally, we will report back within 90 days with our recommendations for restructuring the lower management levels.

Each Supervisor  
October 6, 2010  
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Please contact me if you have any questions or if additional information is needed, or your staff may contact Deputy Chief Executive Officer Jacqueline A. White, Public Safety, at (213) 893-2374.

WTF:BC:JAW  
DT:ilm

Attachment

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller  
Human Resources  
Independent Review  
Probation



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

February 28, 2011

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: William T Fujioka  
Chief Executive Officer

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## **PROBATION DEPARTMENT'S EXECUTIVE MANAGEMENT REORGANIZATION AND REVIEW OF THEIR LOWER MANAGEMENT STRUCTURE – FIRST STATUS REPORT (ITEM 5, AGENDA OF JUNE 29, 2010)**

On October 6, 2010, a report was submitted to your Board that recommended a new Probation Department (Probation) executive management structure that holds individual executives accountable for the operations critical to Probation's success in rehabilitating and monitoring their clients. This report provides your Board with the status of 1) Probation's implementation of its executive management structure and 2) Probation's review of the lower management structure.

### **STATUS OF THE NEW EXECUTIVE MANAGEMENT STRUCTURE**

The new executive management team includes the Chief Probation Officer (CPO) and eight unclassified positions: Chief Deputy, Executive Assistant, Administrative Deputy, three Deputy Directors (functionally referred to as Deputy Chiefs), and the two new Director, Management Services, Probation positions.

The following is an overview of the current status of Probation's executive positions:

- Chief Deputy (UC): There is an incumbent who is overseeing Probation's overall day-to-day operations.
- Deputy Directors (UC) (Functionally, Deputy Chiefs): All three Deputy Director positions have been filled. Two Bureau Chiefs were promoted to Deputy Chief positions effective December 1, 2010 – one to oversee



Juvenile Institutions Services and the other to oversee Juvenile Field Services and Juvenile Special Services. An incumbent Deputy Director is overseeing Adult Services and Juvenile Placement Services.

- Executive Assistant (UC): This position will be filled through a departmental promotional examination process that is currently underway and is being administered by the Department of Human Resources (DHR). This position is responsible for addressing matters referred to Probation by your Board, the Chief Executive Office (CEO), and other key stakeholders.
- Administrative Deputy Director (UC): There is an incumbent who has been under filling the item since March 2010. The position will be filled through an examination process, which is currently underway and being administered by DHR. This position is responsible for human resources, budget, fiscal, collections, contract and grants, civil litigation, and information technology. In addition, Probation will be recommending the Administrative Deputy Director to be responsible for a proposed consolidated Management and Quality Assurance Services Bureau.
- Director, Management Services, Probation (UC): On January 18, 2011, your Board approved the creation of two unclassified classifications to assume responsibility for the new Professional Standards Division and Special Projects Division. Probation will work with the CEO to request interim ordinance hiring authority to fill these positions. Upon approval, these two new positions will be filled through an examination process that will be administered by DHR.

## **REVIEW OF LOWER MANAGEMENT STRUCTURE**

With significant progress being made on implementing the new executive structure, Probation has commenced evaluating its lower management structure, responsibilities, and processes. As previously noted, one of the early recommendations for reorganizing the lower management responsibilities is consolidating functions of the Management Services Bureau and the Quality Assurance Services Bureau. Probation will be providing the CEO with a comprehensive organizational structure report in early March 2011. We will then provide your Board with recommendations within 30 days.

Each Supervisor  
February 25, 2011  
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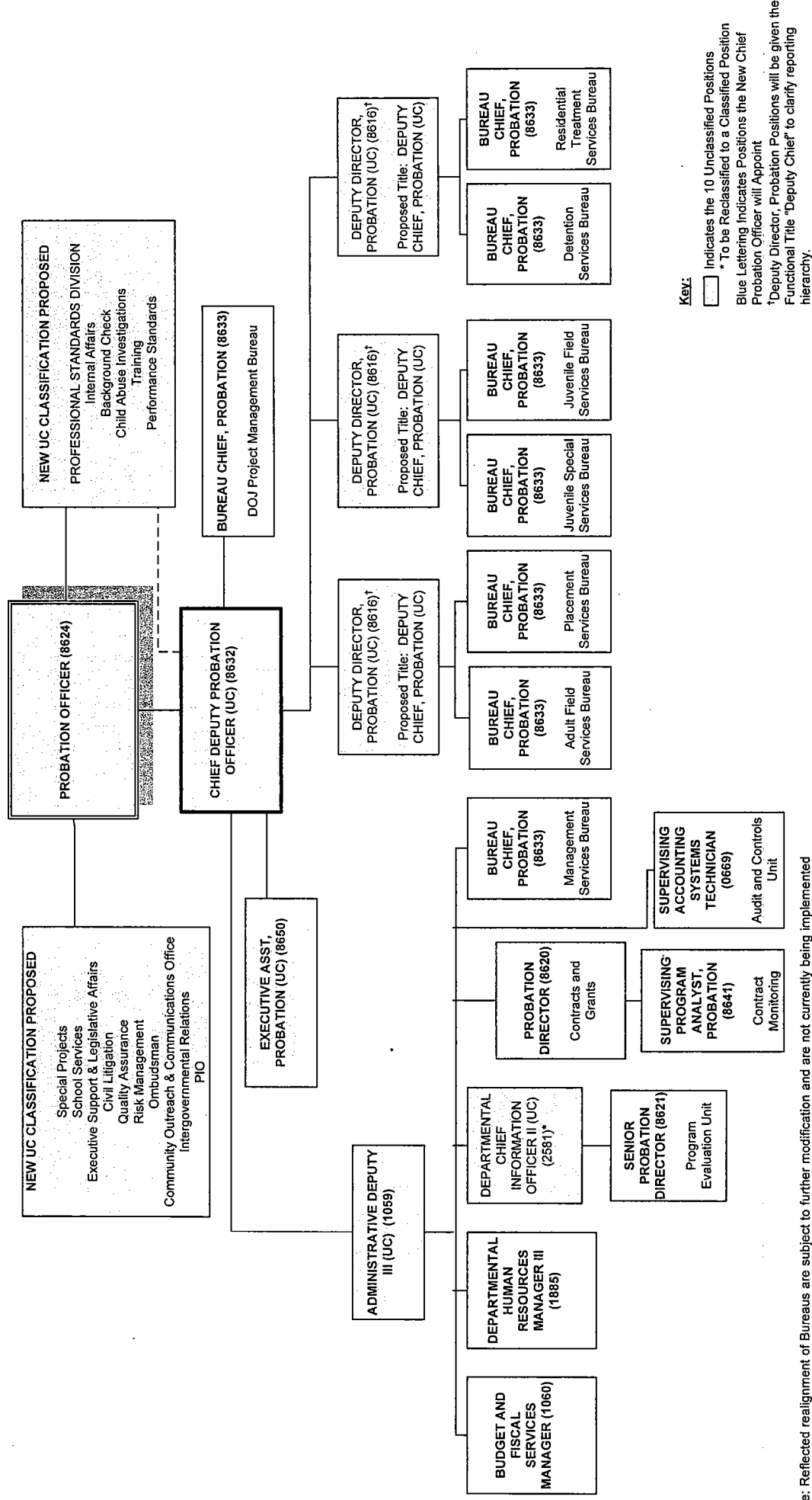
Should you have any questions, please do not hesitate to contact me or your staff may contact Deputy Chief Executive Officer Jacqueline A. White, Public Safety, at (213) 893-2374.

WTF:JAW:DT:llm

c: Executive Office, Board of Supervisors  
County Counsel  
Human Resources  
Probation

CEO.Prob Exec Mgmt Structure.bm.022811

# PROBATION DEPARTMENT PROPOSED EXECUTIVE ORGANIZATIONAL STRUCTURE SEPTEMBER 30, 2010



Note: Reflected realignment of Bureaus are subject to further modification and are not currently being implemented